

FOCUS ON

- Audit
- Budget
- Cost
- Financial Operations

Total Force Assessment

The Total Force Assessment (**TFA**) is a further effort to define the population of uniformed personnel needed to execute the mission of the US Air Force. Under the guidance of the Air Force manpower community, the TFA takes another look at our combat support forces and how they are used in all functional areas in support of Air Force combat operations. TFA seeks to further integrate all Air Force personnel—uniformed, civilian, and contractor—into the right-sized force for supporting operational plans of the unified Commanders.

The Quadrennial Defense Review concluded that the Department of Defense (**DoD**) must increase its future years spending on equipment modernization to maintain battlefield dominance into the 21st century. The TFA process supports Defense Reform Initiative #20 which was ordered in January 1998 by Dr John Hamre, the Deputy Secretary of Defense, to establish military essentiality and inherently governmental status of all DoD people and functions. Although this action is primarily concerned with the outsourcing and privatization of Air Force activities which are commercial in nature, “military essentiality” validates the continued need for military personnel. These categorizations and the definition of what they are and what they are not—*shaping the force*—will drive near-term manpower decisions with ramifications far into the future.

The TFA process will consist of several phases or stages with emphasis on operations plan taskings for combat support, for overseas forces in-place, for support of the Strategic Integrated Operations Plan, for Space, Strategic Airlift, Special Operations, and for Base Infrastructure requirements in the continental US. Another consideration of the TFA is force sustainment ability.

Our initial look at the TFA process was a short-notice gathering hosted by Air Mobility Command (**AMC**) at Scott AFB IL in February when our War Plans Staff Officer, Mr Miller, met with major command counterparts from AMC, Air Education and Training Command (**AETC**), Air Force Reserve Command (**AFRC**), and Air National Guard (**ANG**). Each tasking for the worst case scenario in the current planning for two major theater war (**2MTW**) plans was matched to unit identification code (**UIC**) level and validated. Previously, functional managers were allowed to count as available for tasking those requirements for both the worst case and lesser case scenarios. This TFA limited those available for tasking to those in the larger of the two plans.

The combat support portion of the TFA validated requirements necessary to support the 2MTW plans, plus support for additional bare bases, additional fighter wing equivalent support not tasked in 2MTW, and for unique requirements. Although this exercise substantially reduced the number of positions we could count as available overall, comptroller functional managers were able to add significant numbers of requirements for two programs:

1. Air Mobility Command Tanker Airlift Control Element (**TALCE**) Support. AMC fields a Comptroller/Contracting team with every TALCE operation. A TALCE may be deployed in advance of a major force to provide airlift control services, airfield management, and refueling operations, or may be deployed as a vanguard responsible for preparing an airfield or installation for force buildup. FMers currently support approximately 65 TALCE operations per year which may extend in duration from a few days to a few months.

2. A new Joint Plan for Noncombatant Evacuation (**NEO**) or Repatriation is in the final stages of preparation. This plan calls for central management of NEO/Repatriation activities relating to Financial Management. Returnees will be processed in continental US Repatriation Processing Centers where, with the assistance of “fly away” teams, service FM networks will conduct all NEO/Repatriation payment processing. We anticipate that the NEO/Repatriation plan, although not an operations plan in CONUS, will be executed just prior to or concurrently with an overseas contingency plan. Together, these two new unique commitments for the FM community validate more than 150 requirements.

Later on, in the search for military essentiality and further cost reduction, all commands will be tasked to inventory and classify both civilian and military manpower authorizations as performing an inherently Governmental function, a commercial function exempt from Office of Management and Budget Circular A-76 competition, or a commercial activity eligible for competition with non-government entities for possible outsourcing and privatization. This coding will then be used to identify areas where the Department can lower costs and improve performance to support equipment modernization efforts.